**Performance and Resources Scrutiny Programme 2018/19**

**Report to: the Office of the Police, Fire and Crime Commissioner for Essex**

|  |  |
| --- | --- |
| **Title of Report:** | **HR Strategic Dashboard Supplementary Report** |
| **Agenda Number:** | **9** |
| **Chief Officer** | **Mr Richard Leicester** |
| **Date Paper was Written** | **10th January 2019** |
| **Version Number** | **5** |
| **Report from:**  | **Essex Police** |
| **Date of Meeting:** | **31st January 2019** |
| **Author on behalf of Chief Officer:** | **Mr Adam Pfeiffer and Superintendent Jon Burgess** |
| **Date of Approval:** | **21st January 2019** |

1. **Purpose of Report**

This report provides a narrative to accompany the HR strategic dashboard which relates to the force’s attendance, establishment, strength, turnover and diversity profiles.

1. **Recommendations**

Not applicable

1. **Executive Summary**

The officer strength, as at 31st December 2018, was 3020.27 full time equivalent (fte), which is 20.27 fte over the establishment of 3000.00.

It is projected that the strength fte will exceed the establishment for the remaining months of the financial year. There is an intake scheduled in February for up to 80.00 fte officers, which, if achieved, would result in an end of year strength fte of 3043.27 (43.27 fte over establishment).

As at 31st December 2018, the police staff strength was 1970.86 fte, which is 195.34 fte under the establishment of 2166.20 fte.

The PCSO strength fte as at 31st December 2018 is 98.76, which is 9.24 fte under the establishment of 108.00 fte. There is an intake in January 2019 for up to 13.00 fte PCSOs to ensure the resourcing level is maintained at establishment.

As at 31st December 2018, there were 477 specials in post, which is static when compared to the last HR data as at 30th September 2018 (476) but a net increase of 50 since 31st March 2018 (427).

For April to December 2018 the total duty hour’s work increased to 124,503 from 95,062 for the same period last year.

Essex Police remains one of the fastest growing Special Constabularies in the country and is now the second largest by headcount, behind only the Metropolitan Police Service.

Officer turnover for April to December 2018 (6.40%) is marginally higher when compared to the same period last year (6.32%), however there was a reduction in the average leavers for October, November and December 2018 and early analysis shows this trend has continued in January 2019. Staff, PCSOs and specials turnover for the same period has reduced.

The representation of Black, Asian & Minority Ethnic (BAME) has increased to a headcount of 79 as at 30th December 2018, which is an increase of 7 when compared to the last HR data as at 30th September 2018 (72). This is a percentage point increase of 0.17 from 2.37% as at 30th September 2018 to 2.54% as at 31st December 2018. This is 4.02% under the BAME economically active population of 6.56%.

There are currently 26 BAME candidates in the officer recruitment process which equates to 6.33% of all applications (as at 10th January 2019). This is a net increase of 8 candidates when compared to the last HR data as at 9th October 2018 (18).

The number of BAME staff and specials has increased for the same period, however PCSOs has remained the same.

The headcount of female officers has increased from 983 as at 30th September 2018 (32.30%) to 1021 as at 31st December 2018 (32.82%). For staff, PCSOs and specials, the percentage of females has remained static when compared to 30th September 2018.

Absence

For officers, the average number of days lost for April to December 2018 is 7.03, which is a reduction of 1.21 when compared to April to December 2017 (8.24). PCSOs have also reduced from 11.36 to 9.16; a reduction of 2.20 average days lost per person.

For staff there has been an increase of 0.41 average days lost per person for the same period. However analysis shows that there was a reduction in average days lost per person for November and December 2018 when compared to the same months last year. The last HR data reported the gap between this year and last year was +0.56 average days lost per person; as a result of the two consecutive months of reduced absence this has reduced to +0.41 higher for this period when compared to last.

In relation to the percentage of payroll hours lost by general sickness reason, psychological absence is the highest for all employee groups.

For officers, there has been a reduction in average days lost per person in all absence terms for April to December 2018, when compared to April to December 2017.

For staff, there has been a reduction in short term absence, but an increase in medium term and long term. For PCSOs there have been reductions in short term and long term absence but a marginal increase (of 0.01) in medium term absence.

The number (headcount) of officers on recuperative, adjusted and restricted duties has remained fairly static at 410 as at 31st December 2018, compared to 411 as at 30th September 2018.

**4.0 Introduction/Background**

This commentary report provides context for the information contained within the HR strategic dashboard sheet and summarises the key highlights from each section. The data has been taken from the force HR system (SAP) as at 31st December 2018, except where alternative data is displayed for trend analysis.

**5.0 Current Work and Performance**

Please note the following section numbers detailed in the below subheadings relate to the corresponding reference on the HR strategic dashboard.

**1. Establishment v Strength as at 31st December 2018**

The officer strength, as at 31st December 2018, was 3020.27 full time equivalent (fte), which is 20.27 fte over the establishment of 3000.00. This is a net increase of 69.36 fte since the last HR data pack, as at 30th September 2018.

As at 31st December 2018, the police staff strength was 1970.86 fte, which is 195.34 fte under the establishment of 2166.20 fte. Accounting for the 4.25% vacancy factor (92.06 fte), the current vacancies which can be recruited to are 103.28 fte.

The PCSO strength fte as at 31st December 2018 is 98.76, which is 9.24 fte under the establishment of 108.00 fte. Please note the establishment has increased by 6.00 fte since the last report (102.00 fte as at 30th September 2018). This is due to investment from Colchester Borough Council (4.00 fte) and Uttlesford District Council (2.00 fte). As a result, an intake has been scheduled for up to 13 PCSOs to join on the 28th January 2019 to ensure resourcing levels are maintained at the establishment.

Commands with the highest vacancies

Please note, the figures on the dashboard relate to the top three Commands with the highest vacancy percentage (%) levels as a proportion against total establishment and for Commands with a headcount of over 75.

Officers

The Serious Crime Directorate (SCD) have 34.76 fte vacancies which is vacancy percentage of 15.74% which is the highest of the Commands. This is an increase of 3.44 percentage points when compared to the data as at 30th September 2018.

It should be noted that the new SCD structure is due to commence from 21st March 2019. This will result in a number of changes to the structure, therefore only a brief summary of current vacancies (as at 31st December 2018) has been provided for this update.

There are vacancies across the majority of Departments within in the SCD and across a number of roles. The majority of vacancies are in the roles of Covert Surveillance DC (10.00 fte), Major Investigation Team DC (5.51 fte), Dedicated Source Unit PC/DC (4.61 fte), Serious and Organised Crime Investigations DC (4.48 fte) and Field Intelligence Officer PC (2.16 fte).

Of these vacancies, 5.00 fte are being delimited and 4.61 fte are being converted into Modern Slavery roles as part of the new structure. There is 1.00 fte vacancy on hold for an officer who is performing the temporary Sergeant role and the remaining vacancies have either been recruited to (awaiting release and/or course dates) or are due to be advertised.

Crime & Public Protection Command have 18.72 fte vacancies, which equates to a vacancy percentage of 6.65% and has increased by 0.79% percentage points when compared to the last data, as at 30th September 2018. The vacancies are predominately in the role of Child Abuse Investigation Team (CAIT) DC (15.95 fte). This role was advertised throughout December 2018 and 5 officers have been successful, as well as 1 external transferee who is due to commence by the middle of February 2019. There are also 10.00 fte Proactive PC vacancies, of which 6.00 fte will be used to form the new Rape Investigation Team with the remaining 4.00 due to be advertised imminently.

The Local Policing Areas have 111.91 fte combined vacancies, which equates to vacancy percentage of 6.63%. This is a reduction of 1.06 percentage points when compared to the last data (7.69% as at 30th September 2018).

Other changes of note include Contact Management, which has reduced from a vacancy percentage of 12.83% as at 30th September 2018 to 4.20% and Stansted, for the same period, has reduced from 9.40% to 3.84%.

The Operational Policing Command (OPC) vacancy rate has increased marginally from 4.54% to 6.03% but are lower when compared to many of the other Commands. It should be noted that, of 34.39 fte posts yet to be allocated to a Department, 24.00 fte of those are OPC Operational Support Group posts that will be added to the structure in January 2019.

Staff

The Commands with the highest level of vacancies are outlined below. Essex Police (staff only) has a vacancy factor of 4.25%, therefore the actual number of vacancies that can be recruited to are lower than the figures detailed below.

The SCD remains the Command with the highest levels of vacancies with 20.74%, which equates to 70.13 fte; however this has reduced marginally when compared to the last HR data as at 30th September 2018 (21.95%).

It should be noted however that due to the collaborative status of the Directorate, a number of the Essex joint funded roles within the Command are, in fact, occupied by Kent members of staff and vice versa. Therefore, a number of Essex joint funded roles that are shown as vacant have Kent staff occupying them, which will reduce the Essex vacancies to be filled.

Of the 100% Essex funded posts there are 37.58 fte vacancies, which are distributed across all of the Departments within the directorate. Of the 37.58 fte, 8.00 are on hold and will be delimited as part of the new structure, 7.00 fte have been advertised and selected for, with individuals in pre-employment checks, and the remaining vacancies are actively being recruited to.

Please note, as stated previously, the new structure goes live on 21st March 2019, which will result in a number of changes that will be reflected in the next HR data summary.

The Crime & Public Protection Command continue to have one of the highest vacancy rates with 13.40% (26.80 fte), which is a marginal increase when compared to the last HR data as 30th September 2018 (13.02%). However, of the 26.80 fte vacancies, 13.32 fte vacancies are on hold due an ongoing review of the Investigation Hubs. The remaining vacancies within the Command are all being recruited to.

The vacancies within Strategic Change remain high but have reduced from 12.45% as at 30th September 2018 to 9.89% as at 31st December 2018.

Other increases

The Criminal Justice Command have increased to a vacancy rate of 10.51% as at 31st December 2018 from 7.45% as at 30th September 2018. The vacancies are predominately in the roles of Criminal Justice Administrator (6.61 fte), Witness Care Officer (4.80 fte), ROTI Typist (2.73 fte), Caseworker (2.33 fte) and Criminal Justice Support Officer (2.00 fte), all of which are being actively recruited to. There are also 4.80 fte Detention Officer vacancies, which are being held at present due to the closure of Chelmsford Custody and 2.19 fte File Adjudicator vacancies, which are on hold pending a business case.

**2. Specials Data: Headline Figures**

As at 31st December 2018, there were 477 specials in post, which is static when compared to the last HR data as at 30th September 2018 (476) but a net increase of 50 since 31st March 2018 (427).

Essex Police remains one of the fastest growing Special Constabularies in the country and is now the second largest by headcount, behind only the Metropolitan Police Service.

Specials Attrition

Although the average monthly leavers has increased marginally from 8.33 (April to December 2017) to 8.67 for the period April to December 2018, the turnover percentage has actually reduced from 18.83% to 17.48%. This is because the Special Constabulary workforce has increased but the actual number of leavers has remained static resulting in an overall lower turnover when measured as a percentage.

Of the 78 that have left this financial year (April to December 2018), 21 (26.92%) have left to join the regulars, which is a reduction when compared to 2017/18 where 35% (35 headcount) left to the join the regulars.

Specials Duty Hours

For April to December 2018 the total duty hour’s work increased to 124,503 from 95,062 for the same period last year.

The total duty hours worked in December 2018 was 14,391, which is the equivalent of 899 specials working 16 hours a month or an additional 99 full time officers (who would attract a salary cost of £5.1m per year).

Specials Command continue to produce a quarterly report to the balanced scorecard process, giving details of how the Special Constabulary contributes to ‘Plan on a Page’ priorities.  The most recent, documented good work in tackling high harm anti-social behaviour, household burglary, modern slavery, violent crime, domestic abuse and child sexual exploitation.

**3. Recruitment Plan 18/19**

Officers

So far this financial year to date (April to December 2018), a total of 262.75 fte officers have joined the force (new recruits, transfers in Police Now and Investigate First). There is a further intake of up to 80.00 fte scheduled for 25th February 2019, which will ensure the resourcing level is maintained at the establishment of 3000 fte for the remainder of the financial year.

It is projected that the strength fte as at 31st March 2019 will be 3043.27 fte (43.27 fte over establishment).

A transferee campaign has been launched by Corporate Communications and Corporate Recruitment, which aims to bring in skilled officers particularly for the areas of Investigations and Firearms. In addition to this, the force website now allows individuals to register interest in level transfers and promotional opportunities for all ranks up to Superintendent, which will support this campaign.

At the time of writing 2 officers have transferred in and a further officer is due to commence on the 1st February 2019. In addition, there are 9 individuals who have gone through the selection process and are now going through final clearances and there was 6 individuals who have applied and are at varying stages of the selection process. There are a further 18 individuals who have registered an interest since the launch of the campaign that are within the checking and on boarding process. It must be noted that as with all selection processes it is not confirmed that all applicants will subsequently join the force.

Projected recruitment numbers are reviewed monthly and adjusted to account for changes in establishment targets, as directed by the Strategic Change Team, and changes in attrition. These figures are regularly monitored through HR Resourcing, the Strategic Change Team and the Corporate Finance Department.

Specials

It is projected that a total of 75 specials will join between January 2019 and March 2019, which would result in a projected headcount of 515 by March 2019.

**4. Turnover**

The last HR data showed that the average monthly officer leavers for April to September 2018 was 23 a month. The number of leavers in quarter 3 reduced to an average of 19 a month, resulting in the year to date (April to December 2018) also reducing to 22 a month. Early analysis shows that the lower number of leavers has continued in January, with only 16 confirmed as leaving on SAP at the time of writing (against a projection of 20).

When detailed as a turnover percentage (proportion of leavers against average headcount), the turnover is 6.40% for April to December 2018 compared to 6.32% for April to September 2017. There has been a reduction in the number of resignations, however the increase is predominantly due to a rise in the number of officers transferring to other forces. For the period April to December 2018 a total of 67 officers have transferred to other forces, compared to only 26 for the same period last year. Of the 67, the majority have transferred to the City of London (40.30%) and the Metropolitan Police (29.85%).

For staff, the average monthly leavers for April to December 2018 was 19, which is same as the equivalent period last year. From a turnover perspective this has reduced from 7.96% to 7.60%, a reduction of 0.36 percentage points.

For PCSOs, so far this financial year to date (April to December 2018), there have only been 4 leavers, which is a turnover percentage of 3.83% (a marginal reduction compared to April to December 2017, which was 3.92%).

The turnover for specials has reduced from 19.15% from April to December 2017 to 17.48% for April to December 2018.

**5. Gender & BAME Representation as at 31st December 2018**

The representation of Black, Asian & Minority Ethnic (BAME) has increased to a headcount of 79 as at 30th December 2018, which is an increase of 7 when compared to the last HR data as at 30th September 2018 (72). This is a percentage point increase of 0.17 from 2.37% as at 30th September 2018 to 2.54% as at 31st December 2018. This is 4.02% under the BAME economically active population of 6.56%[[1]](#footnote-1).

There are currently 26 BAME candidates in the officer recruitment process which equates to 6.33% of all applications (as at 10th January 2019). This is a net increase of 8 candidates when compared to the last HR data as at 9th October 2018 (18).

So far this financial year to date (April to September 2018), a total of 237 (headcount) officers have joined, of which 10 were BAME. This equates to 4.22% of all recruits. Since the last HR data as at 30th September 2018, there have been 2 intakes; one in October 2018 of which 10% were BAME (6 out of 60) and one in December 2018 of which 1.72% were BAME (1 out of 58).

A bespoke campaign to attract individuals from diverse communities to ensure the diversity of the workforce more accurately reflects that of the local community was launched on the 10th December 2018. Since the launch of that campaign there have been 152 applications, of which, 18 are BAME (11.84%).

Through the positive action plan, support is provided by the diversity and inclusion team and a bespoke training input for BAME candidates to help prepare them for the national police search assessment processes to help remove any barriers faced by this group. In addition a train the trainer session was recently conducted by an external organised to enable a wider pool of people to deliver this programme. The force has also increased the number of recruitment buddies to 43 for BAME candidates and have updated the training that is provided to the buddies.

Corporate Recruitment together with the Diversity and Inclusion Team and Corporate Communications are working together on the next phase of the marketing plan that specially focuses on continuing to develop outreach and engagement links with the BAME communities and networks.

For Staff, the BAME headcount has increased from 74 (3.41%) as at 30th September 2018 to 77 (3.54%) as at 31st December 2018. For PCSOs, the headcount has remained at 1, which is 0.93% of the total PCSO workforce.

The number of BAME specials has increased to 28 (5.87%) as at 31st December 2018 when compared to the last HR data as at 30th September 2018 (24 / 5.04%).

The headcount of female officers has increased from 983 as at 30th September 2018 (32.30%) to 1021 as at 31st December 2018 (32.82%).

For staff, PCSOs and specials, the percentage of females has remained static when compared to 30th September 2018.

**6. Absence and Adjusted / Recuperative**

Summary Numbers

For officers, the average number of days lost for April to December 2018 is 7.03, which is a reduction of 1.21 when compared to April to December 2017 (8.24).

For staff there has been an increase of 0.41 average days lost per persons and for PCSOs a reduction of 2.20 average days lost per person. This is an improved position when compared to the last pack when average days lost per person, April to September 2018, for PCSOs had increased by 0.27 when compared to the same period in 2017.

Reasons for the staff increase will be highlighted later in the paper.

Average hours lost by month 2017/18 & 2018/19 YTD (April to December 2018)

For officers, the graph on the strategic dashboard shows that there is an improved position in relation to the average hours lost per person each month from April to December 2018, when compared to the same period last year. October 2018 shows the greatest improvement, with a reduction of 2.07 average hours lost per person, when compared to October 2017.

For staff, since the last HR data as at 30th September, October 2018 was higher when compared to October 2017 however there was a marginal reduction in November 2018 (6.43) when compared to November 2017 (6.45) and a further reduction in December 2018 (6.17) when compared to December 2017 (7.49). The last HR data reported the gap between this year and last year was +0.56 average days lost per person; as a result of the two consecutive months of reduced absence this has reduced to being only 0.41 higher for this period when compared to last.

For PCSOs, since the last HR data there was a reduction in average hours lost per per month for October, November and December 2018 when compared to the same months last year. December 2018 is showing the greatest improvement with a reduction of 2.20 average hours lost per person, when compared to December 2017.

Commands with highest absence (average days lost per person)

Please note the figures on the dashboard relate to average days lost per person and those listed in the top 3 are Commands with headcounts over 75.

Officers

For officers, the Commands with the highest average days lost per person are Contact Management (18.57), LPA North (9.55) and Crime and Public Protection (7.94). However it should be noted that although they have the highest average days lost per person all three have are lower for the period April to December 2018 when compared to April to December 2017.

The top 3 Commands are the same as reported in the last HR data for the period April to September 2018, however since that data set all three Commands have had lower averages days lost per person in the months of October, November and December 2018 when compared to the same months last year.

For all three of these Commands, the reasons for absence accounting for the highest percentage of payroll hours lost are psychological and musculo/skeletal.

Although there are other Commands with high average days lost per person; Support Services with 10.73 average days lost per person; Criminal Justice with 7.98 and Strategic Change Performance with 8.81, these have smaller average officer headcounts within the Commands and therefore any absence experienced has a greater impact on overall rates.

There are ten Commands showing an improvement in average days lost per person for April to December 2018, when compared to the same period in 2017 with the most significant reductions being in Strategic Change Performance (14.81 to 8.81), Local Policing Area South (8.71 to 5.86), Counter Terrorism Division (7.95 to 5.76) and the Operational Policing Command (7.13 to 5.56).

Staff

For staff, the Commands with the highest average days lost per person per person are Contact Management (9.49), Strategic Change Performance (8.02) and Criminal Justice (8.01).

Contact Management staff absence has increased by 1.47 average days lost per person, which is predominantly due to increases in long term absence for psychological and miscellaneous absence; there have also been minor increases in absence for cardiac/circulatory, musculo/skeletal and genito urinary absence. Medium term and short term absence in the Command have both seen reductions.

Strategic Change Performance staff absence has seen an increase of 4.08 average days lost per person, which is the second greatest increase of all the Commands. This is predominantly due to increases in long term absence for psychological absence; there have also been increases in absence for digestive, infectious disease, musculo/skeletal and headache/migraine absence but a reduction in absence for miscellaneous absence. Medium term absence in the Command has also increased but short term absence has seen a reduction.

Criminal Justice staff absence is the only one of the top three Commands to show a reduction of 0.36 average days lost per person from 8.37 for the period April to December 2017 to 8.01 for the same period in 2018. This is mainly due to a reduction in long term absence, although both medium term and short term absence have seen increases. Absence for psychological, digestive, infectious disease and musculo/skeletal reasons have seen increases, although absence for miscellaneous and genito urinary reasons have seen reductions.

As with officers, there are other Commands with high average days lost per person for staff, including LPA West at 25.10, ACC Fire Collaboration at 25.95 Local Policing Support Unit (LPSU) at 11.65 and Stansted at 9.91 but these have significantly lower average headcounts meaning absence can have a much greater impact on the Commands figures and look disproportionate to Commands with higher headcounts.

For staff, there are eight Commands that have achieved an improved position in average days lost per person for the period April to December 2018, when compared to the same period in 2017. The most noticeable reduction which has the greatest impact on the overall figures (due to the higher headcounts) is Criminal Justice Command (8.37 to 8.01) and Support Services (4.72 to 4.42).

PCSOs

For PCSOs only LPA West is showing an increase in average days lost per person to 17.18 for the period April to December 2018 compared to 3.48 for the same period in 2017. As with officers and staff the two most common reasons for absence, in this Command, for PCSOs are psychological and musculo/skeletal related absence.

LPA North has seen a reduction of 11.09 average days lost per person from 15.84 for the period April to December 2017 to 4.75 for April to December 2018 and LPA South has seen a reduction of 2.07 for the same periods.

Absence Term

For officers, there has been a reduction in average days lost per person in all absence terms for April to December 2018, when compared to April to December 2017.

For staff, there has been a reduction in short term absence, but an increase in medium term and long term. For PCSOs there have been reductions in short term and long term absence but a marginal increase (of 0.01) in medium term absence.

Absence Reasons

In relation to the percentage of payroll hours lost by general sickness reason, psychological absence is the highest for all employee groups.

For officers, the percentage of payroll hours lost to psychological absence has reduced marginally from 39.86% for April to December 2017 to 39.61% for April to December 2018, whereas staff has increased from 26.96% to 32.61%. For PCSOs, psychological absence has also increased, from 34.85% for April to December 2017 to 37.48% for the same period in 2018.

The percentage of payroll hours lost to musculo/skeletal is the second most common reason for absence for all employee groups but has reduced for all employee groups in the period April to December 2018 compared to April to December 2017

Officer absence for musculo/skeletal reasons has reduced from 25.66% for April to December 2017 to 23.00% for April to December 2018; Staff absence has reduced from 22.75% to 19.65% for the same periods and PCSOs have reduced from 41.23% to 34.37%.

Digestive related absences are showing an increase for officers for the period April to December 2018 (8.41%) compared to the same period in 2017 (6.93%).

For staff, miscellaneous absence is showing an increase of 4.04% for payroll hours lost for April to December 2018, when compared to April to December 2017. Miscellaneous absence includes reasons such as cancer, operations, post-operative recovery and fever and high temperature.

Respiratory related absences are showing increases for PCSOs for April to December 2018, when compared to the same period in 2017. However, this reason only accounts for 5.91% of payroll hours lost.

 Performance Improvement Unit (PIU)

 In relation to Contact Management, a series of Gold Groups have been held by the Chief Superintendent in order to bring renewed focus and activity. An action plan has been drawn up and initiated, feeding in to the Absence Scrutiny Board. Targeted training and support has been delivered to Managers and Supervisors, with continued PIU attendance at Absence Management Group Meetings.

In relation to the North LPA, PIU are working closely with the Command and are working on a day to day basis within the LPA. A series of targeted PIU drop-ins have been completed to give further advice to supervisors around absence management. Probationary, Sergeant and Inspector courses are being attended by PIU in relation to guidance and expectations.

In relation to the Crime & Public Protection Command, PIU have attended the absence management meetings where close scrutiny and management guidance was observed.

An intranet article around the PAM procedures and other areas for improvement is due to be published imminently. The PIU have recruited to two of their own vacancies (an analyst and an advisor), this will further strengthen the ability of PIU to provide support and guidance and to target areas.

Adjusted / Recuperative

The number (headcount) of officers on recuperative, adjusted and restricted duties has remained fairly static at 410 as at 31st December 2018, compared to 411 as at 30th September 2018.

When comparing officers on recuperative, adjusted and restricted duties for 30th September 2018, Constables have reduced by 7, Sergeants have increased by 7, Inspectors have reduced by 2 and Chief Inspectors have increased by 1.

The number of staff on recuperative or restricted duties has remained fairly static at 74 as at 31st December 2018, compared to 72 on 30th September 2018 and PCSOs have only increased by 1 from 12 to 13.

**6.0 Implications (Issues)**

Not applicable

**6.1 Links to Police and Crime Plan Priorities**

Essex Police achieved a police officer strength equivalent to 3000 in December 2018 with all recruitment intakes this financial year to date filled to capacity. The strength fte is projected to be above the establishment of 3000.00 ft throughout January, February and March 2019.

In addition to this, the Special Constabulary headcount has increased to its highest level since April 2014 and is projected to increase further throughout the year. The Special Constabulary provided 124,503 hours of policing (April to December 2018) which has increased from 95,062 for the same period last year (April to December 2017).

Ensuring the force is sufficiently resourced is a specific ambition within the narrative of the Police and Crime Plan. The provision of a sufficient number of skilled, equipped and supported resources closely links to the delivery of all seven of the priorities. In addition to this, having a workforce that is representative of our communities will give the force a broader range of skills, knowledge and experience that can positively contribute towards the priorities.

Essex Police have reduced officer average days lost per person for the period April to December 2018 when compared to April to December 2017.

Reduced sickness absence improves the efficiency and effectiveness of the police force by ensuring more resources are available to task and deploy.

The Police and Crime Plan has an ambition to ensuring the force is sufficiently resourced and this improvement supports that priority.

**6.2 Demand**

A reduction in absence and an increase in overall resources has resulted in more hours available to deal with demand.

**6.3 Risks/Mitigation**

Not applicable

**6.4 Equality and/or Human Rights Implications**

Not applicable

**6.5 Health and Safety Implications**

Not applicable

**7.0 Consultation/Engagement**

Operational HR - Human Resource Advisors / Partners

Simon Anslow - Head of Special Constabulary

Lisa Turner - Recruitment and Planning Partner

Amanda Humphrey - Head of Health and Wellbeing

Jon Burgess - Superintendent Performance Improvement Unit (HR)

**8.0 Actions for Improvement**

Bespoke transferee recruitment campaign which aims to bring in skilled officers as well as a bespoke campaign to attract individuals from diverse communities to ensure the diversity of the workforce more accurately reflects that of the local community.

**9.0 Future Work/Development and Expected Outcome**

1. Continue to increase the number of specials throughout 2018/19 in line with the revised expectation to achieve 600 by March 2020, with a stretch target of 700.

**Expected Outcome:** based on current projections, it is expected that the headcount of specials will increase throughout the financial year.

1. Continue to increase BAME officer representation throughout 2018/19.

**Expected Outcome:** Since the 30th September 2018 there has been an increase of 7 BAME officers which has increased the percentage to 2.54% from 2.37%.

Following the work streams identified earlier in the report and the improved number of BAME officers currently within the recruitment process, it is projected that the number and percentage of BAME officers will continue to improve throughout the financial year.

Absence

Performance Improvement Unit

The continuing aspiration of the force is to achieve at least the national average of average days lost per person per year. The national average of officer days lost due to sickness is 9.77, with 10.20 days for staff and 9.50 days for PCSOs. Therefore, based on current performance and activity to address attendance, it is can be seen that we have achieved this aim in respect of officers and now seek to sustain the position throughout the year.

Operational HR

Operational HR focus specifically on police staff and PCSO absence and have started to develop initiatives to respond to increased absence rates. Review and monitoring is ongoing on a weekly basis; tracking compliance with protocol in relation to contacts, fit notes and Occupational Health interventions. Proactive days are undertaken by HR Advisers to guide and advice managers in support of ongoing cases. This is in addition to presence at Attendance Management Group meetings with Command and Departmental Heads providing best practice advice.

In addition, and to compliment, the ongoing review and compliance work, the Operational HR team have started to proactively analyse and target Departments with increasing absence. Most recently this has been undertaken with Contact Management. Operational HR have worked with the new Command Team having undertaken detailed analysis to further scrutinise absence down to shift level to identify any trends or patterns and to provide further targeted inputs to managers and supervisors.

A detailed analysis process will be undertaken by the Operational HR Team for Crime & Public Protection Command to allow for targeted intervention in relation to police staff absence over the coming month. Specific intervention will then provide advice and guidance on the complex cases identified.

Positive Action

The Feel Well Live Well sessions continue with 1012 individuals engaging in either the full programme, refresher or taster sessions thus promoting organisational health and wellbeing. A new session was delivered prior to Christmas focusing on how to manage expectations, relationships, time, food and drink at this busy time of year.

The first session of the new Feel Well Live Well for Leaders programme has taken place with 9 delegates in attendance with further programmes scheduled to take place in 2019. This programme develops managers and leaders to support their teams and provides tools to maintain their own wellbeing.

Work continues towards completion of the Oscar Kilo Blue Light Wellbeing Framework, which is a self-assessment tool that sets a new standard for the emergency services. Whilst this will not form part of future HMICFRS assessments, the assessors will be reviewing work towards completion of the elements contained within the framework.

The internal flu vaccination programme which was new for this year and aimed to support positive attendance and good winter health has concluded with a total of 601 vaccinations being administered by the Occupational Health team. It is too early at this stage to understand any impact on organisational health this campaign has had but the position will be reviewed against respiratory absence at the end of the financial year in order to determine appropriateness of this campaign next year.

The Minister of State for Policing and the Fire Service, published a ‘Common Goal for Police Wellbeing’ in July 2018 with an expectation this will be achieved by 2021.

The goal states that;

‘By 2021, policing will ensure that every member of the police service feels confident that their welfare and wellbeing is actively supported by their police force throughout their career, that a culture supporting this is embedded in every force, and that individuals have access to appropriate support when they need it. This includes physical and mental health as well as the broader concept of wellbeing - which enables individuals to realise their potential, be resilient, and be able to make a

productive contribution to the police workforce’.

The Occupational Health Services and Wellbeing activities offered are clinically developed and led by internally employed professionals in their field. As part of their professional development and registrations, regular research horizon scanning and personal CPD is required and therefore the programme quality can be assured. Further quality measurements are routinely reviewed by means of evaluations and external validation, for example through achieving shortlisting for external Health and Wellbeing Awards.

Essex Police are engaged with the national work being undertaken via the College of Policing Welfare and Wellbeing Project and therefore remain cognisant of the national picture and developments being progressed, for example Essex Police were a pilot force for the ‘Policing: The Job and The Life Survey’ and should receive feedback on responses in the coming months, prior to the full national survey findings.

The policing goal has been integrated into the Health and Wellbeing Framework 2018-2021. It is the view of the author that Essex Police are in a strong position to evidence the wellbeing support provided to officers and staff and, that this is an on-going investment in all individuals, due to the programmes being offered and the longevity and investment in Health and Wellbeing Services within the organisation, thus demonstrating progress towards the Common Goal for Police Wellbeing.

Essex Police were successfully shortlisted as finalists in the HR Distinction Awards 2018, Health and Wellbeing category, and are delighted to report were winners in the Personnel Today Awards 2018, Health and Wellbeing Award at a ceremony on 21 November 2018.

**10.0 Decisions Required by the Police, Fire and Crime Commissioner**

Not applicable

1. 2011 National Census Data [↑](#footnote-ref-1)